

COUNTERPART INTERNATIONAL – CIVIC
ADVOCACY FOR DEMOCRATIC RESILIENCE
IN EGYPT (CADRE)

[INSERT PHOTO]

GRANT MANUAL

December 2014

TABLE OF CONTENTS

List of Acronyms

CADRE Program and Grants Overview

- I. CADRE Program and Grants Overview
- II. Roles and Responsibilities
- III. General Parameters
- IV. Selection of Grant Type

Preparatory Phase: Preparing for Grant Administration and Management

Phase I: Grant Competition: Soliciting Request for Applications

- 1.1 Eligibility Criteria
- 1.2 Roles, Responsibilities and Approvals
- 1.3 Preparing Request for Applications
- 1.4 Requests for Applications Announcements
- 1.5 Requests for Applications Orientation Sessions
- 1.6 Conflicts of Interest and Ethical Standards

Phase II: Receiving, Reviewing and Evaluating Grant Proposals

- 2.1 Proposals Submission
- 2.2 Tracking Applications
- 2.3. Initial Screening
- 2.4. Grants Selection Committee (SELCOM)
- 2.5. SELCOM Meeting and Proceedings:
- 2.6. SELCOM Summary of Recommendations and Comments
- 2.7. Technical Assistance to Applicants
- 2.8. Obtaining USAID/AOTR's Approval
- 2.8 Rejection Letters
- 2.9 Pre-Award Procedures

Phase III: Grant Approval and Award

- 3.1. Grant Approval and Grant Agreement
- 3.2. Substantial Involvement and Grant Special Conditions
- 3.3. Grantee Certifications
- 3.4. Explaining Grantees' Responsibilities
- 3.5. Grants Numbering and Tracking
- 3.6. Grants Modifications and Changes
- 3.7. No cost extensions

Phase IV: Grant Implementation, Monitoring and Close Out

- 4.1 Consultations with Grantee Organizations on Reporting Process
- 4.2. CADRE Grants Reporting Procedures
- 4.3. CADRE Grants Payment Procedures
- 4.4. Grantee Reports and Payments Review and Approval
- 4.5. Grant Monitoring

- 4.6. Deviations to policies and grant agreement requirements
- 4.7. Grant Closeout

Conclusions

Annexes

- Annex 1: RFA Sample
- Annex 2: Grant Application Sample
- Annex 3: Conflict of Interest Statement
- Annex 4: Grant Applications Log & Checklist
- Annex 5: Grant Applications Initial Screening and Short listing Sample
- Annex 6: Grant Proposal Review and Recommendations Summary Sheet
- Annex 7: Proposal Evaluation and Scoring Sheet
- Annex 8: Grantee Pre-award Survey
- Annex 9a-9g: Sub Grant Agreement and Attachments Samples (Standard Grant)
- Annex 10: Sub Grant Agreement Sample (Fixed Obligation Grant)
- Annex 11: Sub Grant Agreement Sample (In-Kind Grant)
- Annex 12: Grantee Certifications
- Annex 13: CADRE Grant File Check List
- Annex 14: Grants Status Report
- Annex 15: Grant Agreement Modification Form
- Annex 16: Grant Financial Report Sample
- Annex 17: Narrative Report Sample
- Annex 18: Milestone Certification Sample
- Annex 19: Grant Success Story /Impact Story Sample
- Annex 20: Grant Cost Share Report Sample
- Annex 21: Counterpart Branding and Marking Guidelines
- Annex 22: Grant Advance Request Sample
- Annex 23: Grant Monitoring Field Visit Check List
- Annex 24: Grant Monitoring Field Visit Report Sample
- Annex 25: Grants Closeout Checklist
- Annex 26: Grant Completion Certification
- Annex 27: Visual Compliance Setup and Screening Instructions
- Annex 28: Sample Cure Notice

LIST OF ACRONYMS

AO	Agreement Officer
AOR	USAID Agreement Officer's Representative
COP	Chief of Party
CSO	Civil Society Organization
FOG	Fixed Obligation Grants
GCC	Grants, Contracts and Compliance
GMM	Grants Manual Modification
GSC	Grant Selection Committee
GTS	Grant Tracking System
CADRE	Responsive Governance Program
SELCOM	Selection Committee
M&E	Monitoring and Evaluation
RFA	Request for Application
TA	Technical Assistance
USAID	United States Agency for International Development

I. CADRE PROGRAM AND GRANTS OVERVIEW

The GOAL of the Civic Advocacy for Democratic Resilience in Egypt Program (CADRE) is to support Egypt's ongoing political transition through technical assistance, organizational capacity development, and grant making opportunities for civil society organizations (CSOs) that are working to raise public awareness around upcoming electoral events through voter and civic education; to promote inclusive dialogue that elevates the role of women and youth, the protection of minority rights, and religious tolerance; to combat gender-based violence; and to promote human rights and transitional justice. The program is framed by four COMPONENTS:

- 1) CSO capacity building;
- 2) Improved civil society enabling environment;
- 3) Women's empowerment in political processes; and
- 4) Thematic area grant-making targeting women, youth and marginalized groups.

Counterpart International's vision for implementation is to establish the identity and opportunities of the CADRE Program with the different stakeholders, including but not limited to: CADRE Implementation Partners, Egyptian Civil Society Organizations (CSOs), GOE, and USAID. We will accomplish this by engaging all existing stakeholders at all levels necessary for achieving the objective of the program, and recommending new institutional, legal and regulatory changes to support and enable Egyptian Civil Society and enhance capacity where needed. Achievement of clear outputs and milestones will demonstrate the purpose and value of program objective to stakeholders at all levels, ensuring agreement on and collaboration in the achievement of common goals.

CADRE is designed with interconnected program components that all contribute to one another. CADRE CSSC and CSO networks described in component one will also be potential grantees, civil society law and policy advocates and recipients and implementers of gender training and technical assistance. The grants, likewise, are not isolated in component four but are also used to support activity implementation across CADRE components. Counterpart International will implement CADRE in partnership with three international and two Egyptian partners, which are all currently working in CADRE's relevant program areas.

Key OUTCOMES from the proposed application include:

Component 1: CSO capacity building

- i Establish Network of 10 Civil Society Support Centers
- i Provide Tailored Training and Technical Assistance to CSSCs
- i Strengthen and Provide Support Services to 100 Egyptian CSOs
- i Increase Access to Learning Opportunities
- i Provide Capacity Development for CSO Grantees
- i Provide Cyber Security Training for CSO Network
- i Institutionalize and build capacity for CSO Certification

Component 2: Improved civil society enabling environment

- i Provide TA to Develop an Enabling Legal Environment for Civil Society

- i Improve CSO Capacity to Advocate for More Enabling Laws Governing Civil Society
- i Support the Implementation of New Civil Society Legal Framework
- i Educate CSOs in New Legal Rights and Responsibilities

Component 3: Empower women in political processes

- i Implement Participatory Research and Analysis Project on the Status of Women in Egypt
- i Initiate Women's Leadership and Internship Program
- i Deliver Advocacy Training Workshops for Inclusive Electoral and Political Processes
- i Support Citizen Awareness of Gender Sensitive Approaches
- i Strengthen Women's Networking

Component 4: Grant-making targeting women, youth and marginalized groups, in support of Components 1-3

In support of components 1-3, CADRE will work with and through local CSOs on capacity building, civil society operating environment research and advocacy, and women's political participation efforts. Toward this end, CADRE will advertise and award grants in the following areas:

Grant Name	Grant Description and Result	Estimated Value
Component One: CSO Capacity Building		
Institutional Support and Implementation (ISI)	<p>Description: In an effort to partner experienced Egyptian CSOs with less developed CSOs and enabling leading CSOs to become long-term service providers to the sector, CADRE will select a diverse network of 10 Civil Society Support Center (CSSC) partners that will receive grants to both improve their internal capacity as well as provide training and mentoring for up to 10 CSOs each.</p> <p>Result: 10 leading CSOs develop CSO constituencies based on quality capacity service provision; 4 leading CSOs certified for direct donor work; 100 CSOs measurably increase their performance.</p>	\$3 million
Component Two: Improved Civil Society Enabling Environment		
Policy Monitoring and Research (PMR)	<p>Description: PMR grants will be awarded to CSOs, academic institutions, research firms and think tanks to conduct a broad range of analytical and observational activities regarding key civil society issues, including the civil society enabling environment. Activities may include holding forums and workshops; conducting comparative research; compiling recommendations and suggested changes to laws and policies impacting CSOs; and monitoring law and policy changes and disseminating analytic reports.</p> <p>Result: Quality research, observations and reporting is made available to domestic and international audiences; Products are used to better inform advocacy efforts.</p>	20 x \$20K = \$400K
Policy and Legislative Advocacy (PLA)	<p>Description: PLA grants will take two forms: (1) small issue-based awards and (2) larger campaign grants. The small grants are designed to rapidly respond to critical laws or policy issues or to provide action for an issue that appears to be building momentum for reform, such as opposition to a new law or regulation, the enforcement or re-interpretation of a legal issue, or a public event aimed at bringing attention to an issue. The larger grants are designed to support</p>	<p>20 small x \$25K = \$500K</p> <p>10 large x \$50K = \$500K</p>

	traditional coalition-based advocacy campaign on a major law or policy such as the NGO Law or foreign funding of CSOs. Result: 14 policies, laws or sub-normative acts are influenced by CSO activism and advocacy	
Component Three: Women's Empowerment in Political Processes		
Women's Empowerment (WE)	Description: CADRE will support a wide range of efforts by women-led and women-focused organizations aimed at including more women in the political process. Illustrative activities may include establishing political training courses / institutes; recruitment efforts to attract more female government workers and candidates; legal research and advocacy; awareness raising campaigns and mentorship programs. Result: 80% of projects meet their performance and impact indicators resulting in measurably more women participating in Egyptian political processes.	10 x \$50K = \$500K

In addition to grants supporting components 1-3, CADRE has allocated \$9 million for Thematic and Special Solicitations grants to support short and longer term initiatives under component 4 in a number of key topics as described below. CADRE will announce and publish a detailed grant tender or annual program statement (APS) at the beginning of the program with modules specified for each of the five topical areas, and terms for application for "special solicitations awards" as those opportunities/needs arise (in close consultation with USAID). CADRE grant selection teams in each of the five topical categories will meet on a quarterly basis and make funding decisions based on quantitative scoring and group discussion and consensus. Illustrative selection criteria will include: organizational experience and current capacity; innovation and outreach of proposed project; sustainability and scalability; responsiveness to solicitation; and cost reasonableness. Applicants will be required to detail how they have and expect to continue receiving grants from foreign sources. In addition, some portion of this grant pool (\$3-5 mil) will be set aside for special solicitation grants – those awards that will be made at the discretion of USAID and the Recipient to: a) urgent issues that may arise during the LOP; b) unsolicited proposals received by USAID or CADRE that we jointly feel should receive program support; or c) rapidly emerging advocacy actions (particularly those falling within the priority thematic areas identified in the RFA) that need support. Thematic grants and illustrative activities include:

- **Voter and Civic Education Grants:** activities may include both non-election civic education efforts as well as election-time voter instruction and get-out-the-vote efforts. Illustrative activities for voter and civic education include but are not limited to: 1) face-to-face voter and civic education sessions, particularly in Upper Egypt where literacy is low; 2) community screens projects – where series of display screens are placed around towns to convey civic and voter education messages to inhabitants (content to be driven by CSOs and their constituents); 3) public service announcements or radio programs that feature partnerships between CSOs and local media outlets (radio being one of the most popular forms of media in Egypt).
- **Consensus Building and Reconciliation Grants:** activities may focus on creating the space and environment for inclusive, constructive public dialogue around moving democratic reforms forward in Egypt. Activities such as interactive theater, media vignettes, civic forums, local truth and reconciliation commissions activities (an international "best practice", where local commissions examine abuses committed in their communities and then report about it to the general public).

- Religious Tolerance and Dialogue Grants: activities may include interfaith events, training, local mediation and conflict resolution efforts and multi-ethnic and religious community development efforts. Interactive Theater has been successfully used in Egypt engage the public in dialogue around sensitive issues and to encourage communities to themselves discuss issues that relate to values of tolerance and acceptance. Other possible activities include Intra-faith Dialogue for youth, inter-faith community revitalization activities and talk show debates on religious tolerance, among many others.
- Combatting Sexual and Gender-Based Violence Grants: activities may include awareness raising, advocacy, victim services, work with courts and law enforcement officials, and case management. Activities to build the capacity of CSOs that help and shelter GVB victims, or enhance the capacity of social workers to handle sexual offences and other cases of gender-based violence, among others. Advocacy activities in support of passing a Domestic Violence law.
- Human Rights (HR) and Transitional Justice and Reconciliation Grant: proposed activities will include technical training to HR groups, monitoring and reporting HR abuses, advocacy and transitional justice activities. Activities such as town hall meetings, sponsorship of thematic art exhibits, research and comparison of best practices from other post-conflict and transitional state, among others.

II. Roles and Responsibilities

A. Institutional Relationship

Successful grant implementation requires cooperation and coordination among the donor, Counterpart and the grantee. Although the focus of this manual is the specific responsibilities of Counterpart, it is helpful to remember how the relationship among these three works:

Donor

- i Provides overall direction and analysis;
- i Reviews, provides guidance and approves the grant program;
- i Regulates the handover and disposition of inventory.

Counterpart

- i Leads grant design, solicitation and selection;
- i Monitors and evaluates grantee progress.
- i Ensures financial and programmatic compliance;
- i Oversees grant closeout and award certificate of completion.

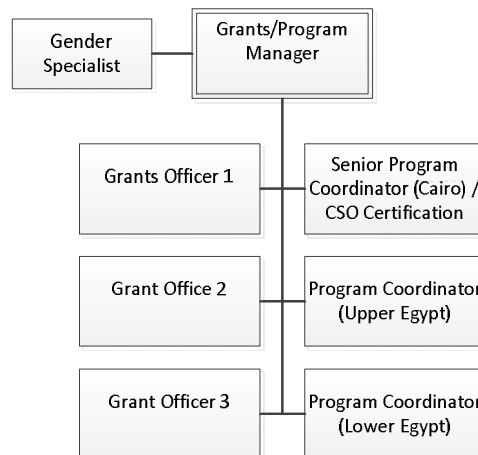
Grantee

- i Develops and submits proposal;
- i Executes grant according to program description;
- i Adheres to reporting requirements;
- i Notifies Counterpart of any potentially significant administrative or financial problems;
- i Returns any unspent grant funds;
- i Documents lessons learned.

B. CADRE Field Office Program/Grants Management and Support Teams

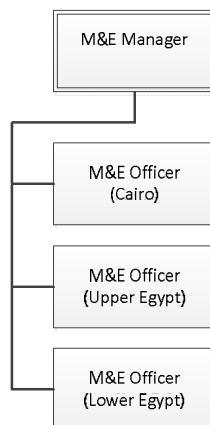
To successfully implement and facilitate program and grants activities under its four distinct programmatic components, CADRE has a grant management team, as well as monitoring & evaluation and technical units to provide necessary support. CADRE is led at the field level by the COP, the senior most program staff person in the field, one who has authority to execute grants below a set threshold established internally by Counterpart on behalf of the organization once vetted by the Grants Specialist (and GC&C in the case of grants over \$25,000) and is the key person at the field level responsible for ensuring grant implementation coincides with the approved work plans and Program Monitoring and Evaluation Plans (PMEP) approved by the donor.

Program and Grants Management Unit:



The Program and Grants Management Unit is responsible for overseeing and implementing CADRE grant activities. The Unit will be headed by a Grant/Program Manager who reports to the DCOP, and will oversee all grant making processes and program activity implementation. The Grant Manager will be supported by Grant Officers/Technical Specialists and Program Staff, who are responsible specifically for supporting the overall grant making process, awarding and monitoring processes, and managing specific grants portfolios.

Monitoring & Evaluation Unit:



CADRE's Monitoring & Evaluation (M&E) Unit will support grant making processes and program activity implementation by providing technical assistance and training in data collection and analysis, reporting, developing automated and manual systems, and conducting surveys and research. The M&E Unit will be responsible for keeping M&E data related to grants updated at all times and providing necessary support to partner organizations as well.

III. General Parameters

Governing Regulations

If the funding for a grant program comes from sources other than the U.S. government, the grants issued are subject to the donor's requirements. If the funding comes from the U.S. government, grants are subject to the general federal government framework for assistance.

These regulations generally include but are not limited to:

1. OMB Circular A-122 (2 CFR Part 130), Cost Principles for Non-Profit Organizations;
2. OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations;
3. Counterpart's policies, including those covering travel, procurement, and delegation of authorities.

USAID:

4. 22 CFR Part 226, Administration of Assistance Awards to U.S. Non-Governmental Organizations;
5. 22 CFR Part 228, Rules on Source, Origin and Nationality for Commodities and Services Financed by USAID;
6. USAID Inspector General's Guidelines for Financial Audits Contracted by Foreign Recipients;
7. Relevant provisions of Automated Directives System (ADS), Chapter 591, Financial Audits of USAID Contractors, Grantees and Host Government Recipients;
8. All other provisions of the ADS referred to in any of the other documents, associated references and interim updates;
9. Applicable Information in Bulletins and Acquisition and Assistance Policy Directives (AAPDs).

U.S. Department of Agriculture:

10. 7 CFR 1599, McGovern-Dole International Food for Education and Child Nutrition Program;
11. 7 CFR 1499, Food for Progress;
12. 7 CFR 3015, Uniform Federal Assistance Regulations;
13. 7 CFR 3019, Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations.

U.S. Department of State:

14. 22 CFR 145, Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations;
15. The U.S. Department of State Standard Terms and Conditions for Domestic Federal Assistance Awards.

IV. Selection of Grant Type

Depending on the nature of the activities and the capacity of the recipient, Counterpart can issue four basic grant types: Simplified, In-kind, Fixed Obligation (FOG) and Standard. Project staff members can use the descriptions below to decide which type of grant is right for each grant activity.

Generally speaking, In-kind grants offer the lowest level of risk, since Counterpart buys goods and services on behalf of the grantee instead of giving the grantee money. Grantees receive cash through simplified, standard and fixed obligation grants. With simplified and standard grants, payments are issued either in advance or for reimbursement; with a FOG, payments are made as the project reaches set milestones.

A matrix summarizing the four grant types and their eligibility criteria, traits and required clauses is located on the Counterpart intranet and can be obtained from Compliance at Compliance@Counterpart.org.

Simplified Grants

Overview/Purpose

A Simplified grant covers the grantee's costs, either with advances on a regular basis or as reimbursement for expenses incurred. Either way, all costs must be substantiated by receipts: The grantee submits financial reports to justify the advances or provides invoices for reimbursement of expenses. Because this is a cost-reimbursable grant, the budget represents a ceiling value, not a guaranteed payment amount. The grantee has to spend to get.

A Simplified grant is a standard grant with fewer restrictions and requirements. It contains only the standard provisions and audit clauses necessary for simpler activities. For this reason, simplified grants cannot be used to buy equipment or international travel, charge costs indirectly or cover sub-grants. Simplified grants are ideal for smaller activities and grantees with relatively unsophisticated financial systems.

Simplified grants may be used for nongovernmental organizations and public international organizations.

Eligibility Factors:

1. The grant value must be less than \$150,000;
2. The grantee cannot procure equipment, which is defined as any item that has a useful life of more than one year and costs \$5,000 or more;
3. The grant budget cannot contain indirect costs; all costs must be directly accounted for in the grant budget. An organization that has an established Negotiated Indirect Cost Rate Agreement (NICRA) letter with the U.S. government is not eligible for a simplified grant;
4. The grantee cannot award sub-grants.

For USAID programs, any goods to be purchased under a Simplified Grant must meet the rules governing local cost financing and geographic code described in 22 Code of Federal Regulations (CFR) 228. The grant also must not be used for ineligible or restricted goods identified in the Automated Directives System (ADS) 310, 311 and 312.

Standard Grants

Overview/Purpose

Counterpart relies mostly on In-kind, FOG and Simplified Grants as the most straightforward and accessible grant instruments. When circumstances do not allow for these types of grants, however, Standard Grants are the best mechanism.

Standard Grants are cost-reimbursable grants that do not meet the criteria for Simplified Grants. They are ideal for larger-scale programmatic support over longer periods when the activities are somewhat broadly defined. As with Simplified Grants, payments can be issued in advance of purchases or as reimbursement, and the budget represents a ceiling and not a guaranteed amount.

Standard Grants contain all provisions the donor requires, which allows for greater financial oversight through audits, obligated amounts and restrictions on budget flexibility. Grantees are also given more frequent programmatic and operational reporting requirements, such as preparing work plans, quarterly reports or performance monitoring plans.

Standard Grants are most successful with experienced NGOs. They may be used for grants with NGOs, with government entities through a Limited Scope Grant Agreement and with public international organizations.

Eligibility Factors:

1. Any cost-reimbursable grant that does not meet the criteria for a Simplified Grant shall be a standard grant.
2. Under Standard Grants, budgets can include most costs as long as they are allowable under donor regulations, including the following:
3. Property and equipment. Goods (equipment, furniture, etc.) must meet applicable USAID local financing regulations, and single items may have a useful shelf life of one year or more and an acquisition cost greater than \$5,000. Depending on the procurement needs of the grant and the capacity of the grantee, the program may be involved by reviewing the RFQs, taking part in the evaluation and confirming transparency.
4. International travel. International travel is eligible for financing. USAID grants must include Required as Applicable Standard Provision for Non-U.S. NGOs No. 3, International Air Travel and Transportation.
5. Indirect costs. Indirect costs are eligible for financing. USAID grants must include Mandatory Standard Provision for Non-U.S. NGOs No. 1, Allowable Costs. Indirect costs must be analyzed closely by the program and should be allowed only when the grantee can provide an official USAID Negotiated Indirect Cost Rate (NICRA) letter or audited financial statements for the previous three years.
6. Sub-awards. Standard Grants may include sub-awards. USAID grants must include USAID Required as Applicable Standard Provisions for Non-U.S. NGOs No. 7, Sub-agreements. Counterpart should allow sub-awards only on an exceptional basis after conducting thorough diligence on the grantee's capacity to manage sub-grantees.

7. Inclusion of sub-awards in any grant requires verification by Counterpart of the procedures the grantee will use to implement sub-awards to confirm that they are in accordance with donor and Counterpart policies.
8. Advances. The preferred form of payment of standard grants is reimbursement based on bona fide receipts, but funds may be advanced to the grantee. USAID grants must include USAID Mandatory Standard Provision for Non-U.S. NGOs No. 2, Accounting, Audit and Records; Mandatory Standard Provision for Non-U.S. NGOs No. 3, Payment Advance and Refunds; and Required as Applicable Standard Provision for Non-U.S. NGOs No. 1, Payment Advance.

Fixed Obligation Grants (FOGs)

Overview/Purpose

With a Fixed Obligation Grant, or FOG, payments are made when a grantee reaches identified milestones. FOGs are useful for new organizations undertaking activities with clear, identifiable benchmarks. Because payments to the grantee are triggered by milestones accomplished and not cost, the milestones become the basis against which payment are made.

A grantee receiving a FOG must have concrete, sequential milestones inherent in its plans. When a grant budget has been negotiated and agreed upon, the total amount becomes fixed and a milestone schedule is created under which payments are allocated against the individual milestones. Payments can be allocated by percentages of the total budget or lump amounts among the milestones, as long as the total amount of payment does not exceed the total grant value. Generally, the final milestone should never be less than 10 percent of the total grant value so that the grantee has an incentive to complete the activities.

Before receiving each payment, the grantee should complete a Milestone Certification, which should include evidence where applicable (final reports, survey results, etc.). When Counterpart accepts the certification, the payment is released to the grantee. Counterpart does not review receipts or other evidence of the grantee's costs.

FOGs are very effective for short-term, targeted activities with concrete milestones, such as conferences, studies, surveys, workshops, policy papers and disaster relief. Care must be taken to develop a clear milestone schedule with feasible dates, delivery instructions including acceptance rights by Counterpart, and payment amounts tied to each milestone. Because the value of the grant is fixed, FOGs require greater diligence and pre-award negotiations than other grant types. Counterpart and the grantee must be certain about the costs required to complete the work, since the value of the grant cannot be increased once it is fixed. For this reason, it is recommended that FOGs not exceed \$25,000 and cover no more than six months.

Eligibility Factors:

In order to be eligible for a FOG, activities must meet the following conditions:

1. Milestones must be easily identifiable and verifiable.
2. The risk that projects will be changed must be limited. Short-term, smaller projects work best.

3. There must be enough information about costs for Counterpart to determine and negotiate the fixed price of the grant. The price cannot increase after the FOG is signed.
4. The grant value must be less than \$500,000 per year and cannot exceed \$1.5 million total. For U.S. organizations, the grant value cannot exceed \$150,000.
5. The grant period cannot exceed three years.
6. If the grantee will procure equipment, which is defined as any item that has a useful life over one year and an acquisition cost of \$5,000 or more, it must be written in as a milestone.
7. The grantee must not buy real property under a FOG. Real property means land, including land improvements, buildings and related equipment except for machinery and equipment that can be moved.
8. The grantee cannot award sub-grants.

In-Kind Grants

Overview/Purpose

Under In-kind Grants, Counterpart buys goods and/or services for the grantee. Counterpart applies the donor's regulations and Counterpart's procurement practices, but the grantee may provide input on what goods and/or services are needed. By making the purchases for the grantee, Counterpart ensures the integrity of the process and makes the final payment to the vendor(s). No cash is transferred to the grantee, and the grantee signs a certification of receipt when the goods or services are delivered.

Counterpart must ensure that whatever it bought for the grantee is properly used. The grantee is required to use and keep the property for the purposes specified in the project awarded with the grant. For USAID grants, in-kind agreements must include the Standard Provision "Title to and Use of Property (June 2012)."

In-kind Grants are well suited to local governments and NGOs that are not strong on financial management and have significant start-up or material needs. In-kind donations may include materials, equipment, tools, supplies and technical services. A Scope of Work/Program Description says how the in-kind donation should be used, and an itemized list of goods or services with the associated values substitutes for the grant budget.

This format should not be used for third-country or international NGOs because they can generally manage procurements and cash flow.

Eligibility Factors:

An In-kind Grant could be approved under these conditions:

1. The objective can be achieved with the donation of goods or services. If the grant requires the grantee to make the purchase or involves no acquisition of goods and services, an in-kind grant is not appropriate.
2. The goods or services are quantifiable and have monetary value.
3. It is possible for Counterpart to make the purchase in accordance with our budget, program scope, Counterpart practice and donor regulations, including prohibitions on restricted or

ineligible goods, geographic code constraints, U.S. government export restrictions and sanctions law.

4. Program staff members are able to monitor the grantee's receipt and use of the goods or services.

5. The grantee exists as a legal entity to receive the in-kind donations.

PREPARATORY PHASE:

Preparing for Grant Administration and Management

Understanding Grant Management

Amongst others, grants management includes grant scope design, grant proposal review and selection, grant award, financial, administrative and program monitoring of grantee organizations, responsive communication on grant administration issues, financial transfers, budget forecasting and financial reporting, program reporting and work planning, mentoring of grantees and technical assistance for grant implementation.

A strong grant management program involves:

a) Grant making goals and objectives that are:

- i set in consideration of donor, organizational and program requirements;
- i clear but flexible to respond to concrete program needs;
- i in written form to assure consistency.

b) Grant making process that:

- i is set in consideration of donor, organizational and program requirements;
- i is clear in identifying grant purpose, target goals and communities;
- i is clear in identifying applicable standards and requirements;
- i is set in a written form to assure consistency;
- i is made publicly available and distributed widely to reach out to as many as possible interested parties;
- i clearly defines roles and responsibilities of all parties ;
- i prevents any potential conflict of interest and undue influence by parties involved;
- i ensures transparency and fair competition during the grant application, review and award process.

c) Grant Implementation Policies, Provisions and Administrative Requirements that:

- i ensure compliance with donor, organizational and program requirements;
- i are written form to assure consistency;
- i clearly identify standards and requirements for grant implementation;
- i set clear financial and program reporting requirements and standards.

d) Grant tracking system for keeping records and documenting progress that:

- i ensures timely document compliance with applicable policies and procedures;
- i captures all documents related to the grant announcement, selection, award, implementation and close out process;

- i includes a filing system to record all grant administration documents such as original grant applications and supporting documents, grant approvals, grant award notices, grant agreements and amendments, grant budgets and budget modifications, approvals of grantee requests, and others applicable;
 - i captures the complete grant financial management process and documents all financial reports and expenditures, cost share and in-kind contributions report, budget spending analysis, approvals of budget over and underspent amounts, budget spending projections, grant funds cash flows and any grant related financial transactions;
 - i tracks program reports, program activities implemented, progress towards achieving program objectives and milestones, program successes, challenges and lessons learned;
 - i generates information on total amount of funds awarded against total grant budget, total amounts of grants disbursed to each grantee against their individual award amounts, total amount of funds utilized and reported by each grantee against individual awards, gender and location metrics and other data necessary to inform program implementation.
- e) Grantee monitoring process that:
- i involves regular reviews of grantee compliance with financial and program reporting requirements;
 - i verifies grantee financial and program reports and identifies possible discrepancies;
 - i reviews grantee progress in achieving program objectives and milestones as well as consistency of program implementation with approved grant proposal;
 - i reviews grantee financial documents and financial management systems to verify consistency with applicable standards and approved budget;
 - i involves feedback to grantees identifying strengths and weaknesses, discrepancies between approved and actual activities, discrepancies in approved budget spending as well as other financial reporting problems, recommendations and timeframe for improvement.
- f) Grantee technical assistance that is designed to:
- i ensure grantee compliance with applicable rules and regulations;
 - i support grantees in the establishment of appropriate financial and administrative grant management systems;
 - i support grantees for successful program design and implementation;
 - i address issues identified during the grant monitoring process.
 - i build the institutional capacity of the grantee to implement future award

PHASE I:

Grant Competition: Soliciting Request for Applications

1.1 Eligibility Criteria

Based on the grant types and objectives, CADRE issues Requests for Applications (RFAs) providing for two types of eligible organizations to receive funding: grants, that are open for applications only by the CADRE key partners (the Institutional Strengthening Grants), and grants that target all Egyptian Civil Society Organizations (CSOs) with expertise in the RFA area and that are registered as CSOs as per local legal requirements (Transitional Umbrella Fund Grants).

1.2 Roles, Responsibilities and Approvals

In collaboration with program team members working in the RFA area, the CADRE grants teams, shall be responsible for the preparation of CADRE RFAs using the established samples.

As relevant to the nature of the grant, the RFA Program Description shall be prepared by the Grant Manager with input from other technical teams as needed. The Grant Manager shall finalize the RFA and ensure its compliance with applicable rules and regulations. The Grant Manager shall submit the final RFA to the COP or designee for approval.

Upon finalization of the RFA and at the time of its announcement, the COP or the Grant Manager, if assigned, will share the document with USAID-CAIRO/CADRE AOR.

References: CADRE Grant Making Timeline
Annex 1: RFA Sample
Annex 2: Grant Application Samples

1.3 Preparing Request for Applications

The CADRE grant portfolio is designed to directly contribute towards reaching Program Objectives. Types of grants, as listed under section CADRE Program and Grants Overview of this manual, have been predefined within the framework of the Cooperative Agreement No.AID-263-LA-14-00003, LWA #DFD-A-00-09-00141-00 with USAID. Specific program activities and types of grants to be awarded over a program year are set annually in consultation with USAID and reflected in the respective CADRE Annual Work Plan and Budget.

The initial phase of the RFA development process involves conceptualizing the programmatic objectives that will be achieved through the grant. The purpose of each grant will be to address specific needs within CADRE program objectives and activities. In this regard, each RFA Scope of Work is developed by the relevant program teams responsible for the particular area of work the grant type is designed to support. During the process, technical input from other program and technical teams is provided. In all cases the identified need must be relevant to CADRE goals and objectives and be allowable within the context of the Cooperative Agreement with USAID.

Each RFA shall include:

- i Grant RFA issuance date;
- i Grant applications deadline and consequences in cases of late submission;
- i Brief description of the RFA purpose and grant's compliance with the USAID/ CADRE cooperative agreement;
- i Grant program detailed description with an indication of the purpose of the grant, overall objectives as well as range of activities that may be involved;
- i Eligibility criteria and target audience;
- i Estimated funds available (if appropriate), number of awards anticipated and individual grant award ceiling;
- i Anticipated duration of the grant (recommended grant start and end dates);

- i Grant application and award process including information on grant evaluation criteria, list of proposal technical aspects to be evaluated and selection process¹.
- i Gender mainstreaming requirements;
- i Project budget submission and costing guidelines including information on currency in which the budget to be prepared, grant budget ceiling, key items of cost (budget lines) and their suggested level against the total budget request, allowable and unallowable cost under the grant RFA expenses, cost-share requirements if applicable, conditions on pre-award costs and project costs reimbursement;
- i Proposal sample with guidelines;
- i Budget and Budget Notes samples with guidelines;
- i List of needed supporting and organizational documents;
- i Disclaimer indicating that the RFA issuance does not constitute award commitment on behalf of CADRE;
- i Disclaimer that individual grant awards will be governed by the terms and conditions set in sub-grant agreements between successful grant applicants and CADRE;
- i Disclaimer that all grant awards are pending USAID approval;
- i As applicable, information on RFA orientation session to be organized for interested organizations;
- i Contact information where RFA related questions may be addressed and deadline for requesting such information;
- i Information on how interested parties may obtain the RFA and its attachments;
- i Grant application submission guidelines;
- i Any other applicable information.

References: CADRE Grant Making Timeline
 Annex 1: RFA Sample
 Annex 2: Grant Application Samples

1.4 Requests for Applications Announcements

The RFA announcements will be published no less than 15 days before applications are due. Each CADRE RFA will be announced as widely as possible so that information on the respective funding opportunity can reach a maximum number of qualified and eligible Egyptian CSOs.

The CADRE main sources to announce RFAs include local newspapers, websites, distribution to NGO networks mailing lists including those ones maintained by the CADRE CSO partners, CADRE mailing lists. The RFA announcement will be shared with USAID Egypt/CADRE AOR for further dissemination. Copies of the RFA announcement may be mailed directly to CSOs known to be significantly involved in the required focus area.

1.5 Requests for Applications Orientation Sessions

As needed, the responsible grants team may conduct an orientation session for all interested and eligible organizations, shortly after the RFA is released. Orientation session is particularly effective in those cases when the grant is open to a wide audience, and targets CSOs, that have

¹ The grants review Selection Committee (SELCOM) uses these evaluation criteria to make final grant recommendations and decisions.

no previous experience collaborating with CADRE. The orientation session shall be free of charge, however CADRE shall not reimburse costs for organizations to attend.

During the orientation session the Grant Manager will guide the organizations through the RFA and its attachments, providing details on the preparation of the application, and clarifications for each stage of the application process, including, but not limited to:

- i Description, goal and purpose of the grant, as well as nature of projects to be funded;
- i Budget guidelines and principles, including maximum amount allocated within the announced grant, expenses that will not be covered by the grant, and financial/cost share contributions;
- i Time frame of the projects;
- i Evaluation criteria for selecting proposals;
- i Application deadlines and procedures.

References: CADRE Grant Making Timeline

1.6 Conflicts of Interest and Ethical Standards

In the context of grant awards and assistance agreements, conflict of interest most often may result in an organization gaining an unfair competitive advantage in a solicitation. Conflict of interest occurs when an individual's or organization's other relationships, activities or interests prevent full impartiality. A conflict of interest exists when a CADRE employee or any member of his/her immediate family has any financial or other interest in the potential organization to be engaged or funded by CADRE. If a real or apparent conflict of interest exists, the employee shall not participate in the evaluation process or influence any decision related to awarding of the grant or subcontract.

CADRE staff members are expected to avoid conflict of interest situations at all times and must avoid participating in any activities or decision-making in which they may have any potential for personal, family or financial interest or gain. If such circumstances arise, the employee must inform his/her supervisor and remove her/himself from the specific activities.

CADRE staff members shall maintain confidentiality and professional discretion with sensitive information. This is not secrecy, nor is it lack of transparency; it is professional discretion and includes refraining from discussing any details of internal discussions, situations, activities, events, etc., concerning individuals and/or organizations, including grantees and grant seeking organizations, with anyone outside of CADRE. Requests for internal or potentially sensitive information from external sources shall be referred to the Chief of Party.

No Selection Committee Members shall directly or indirectly accuse or spread rumors about any other committee member, partner organization, grantee or their respective employees.

CADRE solicitation information, proposals received in response to award solicitations and any other information related to applying organizations or their staff shall be maintained in strict confidentiality and made available only to those with a legitimate justification and authorization for access.

CADRE staff members involved in CADRE selection committees shall sign a conflict of interest

statement to indicate their impartiality to CSO applications reviewed.

References: Annex 3: Conflict of Interest statement

PHASE II: Receiving, Reviewing and Evaluating Grant Proposals

2.1 Proposals Submission

All interested and qualified Egyptian CSOs shall submit applications (proposals), budgetary information as well as any other relevant enclosures directly responsive to the terms, conditions, specifications and requirements of the RFA to CADRE: Grants Technical Officer (the officer assigned to the RFA).

Applicant organizations shall submit electronic version of their applications to a designated for the RFA email account. The email account will be managed by an assigned grants officer and the Grant manager. Electronic submissions should include as attachments the Proposal, Budget and Budget Narratives as well as any other relevant enclosures in PDF, MS Word or Excel file formats. Email submissions should include the type in the subject line.

2.2 Tracking Applications

Tracking of grant applications will be the responsibility of the assigned designated officer. Upon submission, all applications shall be assigned a number to facilitate easy tracking of application status, providing feedback to applicants, or referring to applications during SELCOM sessions. To ease applications tracking, the grant teams shall use a checklist that includes organization's name, representative's name and contact information, date of receipt of the application, whether the application has been developed using the RFA samples, if it contains all the necessary supporting documents and is the requested budget within the established grant ceiling.

The assigned designated officer will notify all grant seeking organizations to confirm receipt of their applications. All applications, both accepted and rejected, shall be retained on file by the responsible grants team.

Reference: Annex 4 Grant Applications Log & Checklist

2.3 Initial Screening

All applications must be received by CADRE within the established deadline, must be presented using the proposal and budget samples, must be within the individual grant ceiling amount and must clearly address the issues defined in the RFA. Only CSOs registered as per Egypt legal requirements shall be considered Competition in the awarding of grants shall be used to the maximum practicable extent.

A review committee consisting of the assigned grants technical officer (preparer) and a second grants team member (verifier) shall implement initial grant applications screening to ensure all

above minimum requirements have been met (Grant Applications Initial Screening and Short listing Sample annexed).

Initial screening recommendations prepared by the assigned grants technical officers shall be submitted for further review and approval by the Grant Manager. The final list of shortlisted applications recommended for SELCOM review.

References: CADRE Grant Making Timeline
RFA Roles, Responsibilities and Approvals
Annex 5 Grant Applications Initial Screening and Short listing Sample

2.4 Grants Selection Committee (SELCOM)

The purpose of forming Grants Selection Committee (SELCOM) is to identify organizations that have the potential, both organizationally and programmatically, to become CADRE grantees. SELCOM is also tasked to select the organizations whose proposals best meet the RFA requirements and may be considered of high impact in reaching CADRE objectives.

SELCOM members are selected for their diverse expertise, impartiality, and ability to respect confidentiality of the decision-making process. SELCOM members should have a clear understanding of the grant program structure, goals and selection criteria.

CADRE SELCOM
Membership: Comprised of 3 or more CADRE program or grants officers in each committee - with at least one, preferably two external evaluators.
Voting Members: Committee Members (internal and external)
Observers (non-voting): COP (or his/her designee), USAID representative.

Upon completion and approval of initial screening and shortlisting of applications implemented by the grants team, all the SELCOM members for the respective grant award shall be provided with electronic copies of all identified as eligible proposals and related accompanying documents.

In order to ensure consistency of their review, SELCOM members shall follow a set of predefined evaluation criteria and a scoring scale. Each application shall be evaluated against technical proposal aspects (evaluation criteria) as listed in the RFA and scored using 0-4 scale (0 = not meeting requirements, 1 = poor, 2 = medium, 3 = good, 4 = excellent). It is each SELCOM member's responsibility to fully comply with these evaluation guidelines during their review process and when determining their recommendations.

Before attending the SELCOM meeting, each committee member shall prepare a recommendations summary sheet listing all applications under the RFA. Recommendations summary sheets shall provide the SELCOM member total scoring of each individual application, his/her preliminary recommendation on approval or not of the proposed project and few bullet points in support of this recommendation as well as comments to be shared with the grantee in improving their proposals.

References: CADRE Grant Making Timeline

Annex 5 Grant Applications Initial Screening and Short listing Sample
 Annex 6 Grant Proposal Review and Recommendations Summary Sheet
 Annex 7 Proposal Evaluation and Scoring Sheet

2.5 SELCOM Meeting and Proceedings:

The assigned SELCOM Secretary will schedule date and time for SELCOM meetings. Attendance sheets to document SELCOM meetings participants will be prepared at the beginning of each meeting. The SELCOM Secretary shall host and facilitate the meeting. A designated grants officer will be assigned to document meeting discussions and proceedings.

The SELCOM Secretary will invite voting and a discussion on each application reviewed and where SELCOM members will provide their evaluation for each project and recommendation to proceed or not with grant approval. The discussion on grant applications will follow the below process:

- i The SELCOM Secretary, as the meeting facilitator, will request for the votes of SELCOM members for the discussed grant application;
- i The assigned SELCOM Secretary will document the votes of the SELCOM Members; CADRE aims that its grant awards shall be made based on SELCOM members consensus. If voting results do not indicate consensus a discussion will take place in an effort to reach such;
- i A proposal shall require at least two thirds of the votes to be selected for further consideration and possible approval;
- i Each SELCOM member shall be given the opportunity to present their comments on proposals discussed. Each SELCOM member shall be invited to share reasons to recommend or not a proposal for funding;
- i In the event of a conflict of interest in relation to an application, the affected SELCOM member must excuse him/herself from all discussions related to that application;
- i Each committee member has the right to abstain/withdraw from voting by presenting appropriate justification.
- i It is possible that SELCOM members wish to request additional information from certain applicant organizations or ask them to amend their proposals in certain ways before providing final recommendation to fund their proposal. In this case, after the SELCOM meeting, the assigned grants technical officer shall request relevant applicants to provide within a set deadline the needed information and incorporate proposed amendments within their grant applications. Once the information and as applicable amendments are received, the assigned grants technical officer will share these with the SELCOM members. SELCOM members will be then asked to make their final votes, either in person at a follow-up meeting or through email.

SELCOM Meeting proceedings will take into account:

- i The assigned grants technical officer (SELCOM Secretary) is facilitating SELCOM meetings;
- i While the assigned grants technical officer refrains from the scoring and voting processes, s/he should carefully read all applications and provide relevant information to SELCOM members during SELCOM sessions;
- i SELCOM members have their own responsibilities and work portfolios and while facilitating the meeting the assigned grants technical officer (SELCOM Secretary) will ensure that discussions are as concise as possible;

- i The assigned Grant Officer (SELCOM Secretary) should send all materials which require review in advance and allow SELCOM members enough time to read the documents;
- i SELCOM members should be informed in advance of proposed date and time for their meeting and their availability should be confirmed;
- i To prevent conflicts of interest, at the beginning of SELCOM meetings the assigned grants technical officer (SELCOM Secretary) will ask each SELCOM member to sign a statement to the effect that there is no conflict of interest related to any of the applications under discussion. If this is not the case, then the member will be instructed to excuse him/herself from the SELCOM discussions on the relevant application(s).
- i Should anyone involved in the selection process during or prior to its start realize that they have invested interest in the grant competition in any way, they should inform the assigned grants technical officer (SELCOM Secretary) immediately and withdraw from participation.
- i No SELCOM member may knowingly disclose to any third party any information related to grant applications and grant seeking organizations obtained either during the application, selection or after selection process.
- i Hard copies, signed by the SELCOM member and electronic versions of the completed “Recommendations Summary Sheet” are to be shared with the assigned grants technical officer (SELCOM Secretary) after the SELCOM meeting has taken place and the committee member has been able to finalize his/her recommendation following the SELCOM discussions.

2.6 SELCOM Summary of Recommendations and Comments

After the meeting, the assigned grants technical officer (SELCOM Secretary) will prepare a summary of SELCOM recommendations and detailed comments on each applicant’s proposal. These will be prepared based on the SELCOM meeting minutes documenting the discussion as well as information provided in the SELCOM members Grant Proposal Review and Recommendations Summary Sheets. The summary of the SELCOM decisions and recommendations shall be distributed to the committee members for their review and signature.

The assigned grants technical officer, will share SELCOM recommendations with grant seeking organizations whose projects have been selected for a possible award. The assigned grants technical officer will then work closely with the possible grantees in fine-tuning their proposals, program work plans and budgets so that these are finalized to include all SELCOM recommendations.

References: Annex 6 Grant Proposal Review and Recommendations Summary Sheet
Annex 3: Conflict of Interest Statement

2.7 Technical Assistance to Applicants

Once the SELCOM comments and recommendations are shared with grant seeking organizations, CADRE grants and program teams will provide technical assistance (TA) to these partners in fine-tuning and finalizing their proposals. This can consist of face-to-face meetings, email exchanges, or telephone conversations during which CADRE staff will provide guidance and will work to identify with applicants possible improvements to their projects. In order to

avoid conflict of interest, it is important that CADRE staff members will not direct applicants what to include in their proposals, but provide information and guidance to assist the applicant in shaping their project in a way that best meets the specific grant program criteria. TA is an important aspect of a grant program which, if provided effectively, will facilitate development of more targeted proposals.

While providing TA, CADRE staff will address a number of specific issues with applicants, which may include clarifying financial/accounting issues and identifying if grant seeking organizations' financial and administrative systems meet CADRE and USAID requirements. TA may also focus on working with selected applicants to refine their project objectives and results framework, improve project implementation strategies and methodology or enhance their monitoring and evaluation plans. CADRE teams will effort to ensure that sufficient technical assistance is provided so that final proposals submitted by the applicants fully meet the established requirements and are as comprehensive as possible.

2.8 Obtaining USAID/AOR's approval:

After the end of the SELCOM meeting and upon finalization of consolidated SELCOM comments and recommendations on grant applications selected for possible award, the Grant Manager shall prepare a request for USAID/AOR approval, which will include the following information:

- i Reference to USAID funded program and cooperative agreement number
- i RFA issue date and scope
- i Relevance of the RFA to CADRE objectives
- i Confirmation on grant budget availability, allowability and allocability
- i Disclaimer that proposed grants will be awarded only after USAID/AOR's approval and if grant seeking organizations' satisfactory incorporate of SELCOM recommendations into the discussed project proposals
- i Name(s) of Proposed Grantee(s)
- i Project Title(s)
- i Maximum budget ceiling(s)
- i Project Duration(s)
- i Project(s)' Geographic Coverage
- i Project Brief Description(s) outlining project objectives, key project activities and organizational capacity of the proposed grantee(s)
- i Complete list of SELCOM comments and recommendations to be incorporated in the final proposal(s)

The Grant Manager shall submit to COP or designee the request for USAID/AOR approval for review and approval. Following COP's or designee, the Grant Manager will submit the request for grant approval to USAID/AOR.

References: CADRE Grant Making Timeline

2.9 Rejection Letters

All grant seeking organizations which have submitted applications will be notified in writing on the grant selection process results no matter if their proposals have been selected for possible award or not.

Letters advising grant seeking organizations on their proposals not being selected for funding will be worded carefully, sensitively and will concisely outline major reasons for the decision. The letter shall convey that the decision was not made arbitrarily. In some cases, the letter may outline recommendations to the grant seeking organizations on how improve future applications.

2.10 Pre-Award Procedures

Once a decision is made to recommend an applicant organization for funding, CADRE grants team will need to determine whether the applicant has the capacity to adequately comply with CADRE and USAID grant management requirements.

In cases where the CSO selected for grant is not an CADRE CSO partner, the grants team shall initiate a Participatory Organizational Development Appraisal (PODA) in order to identify baseline qualifications needed to receive the grant, as well as to target gaps in systems that will in turn be strengthened by Counterpart through specific funding set aside in the grant for that particular organization (all based on the results of the PODA and the Action Planning Process).

No pre-award surveys and reference checks shall be required for grant awards to CADRE CSO selected partners. Such evaluation has been completed during the partner selection process and through the CADRE program organizational development assessments and the results of these will surface the purpose of pre-award survey and reference checks.

In addition, the following pre-award actions shall be conducted for all grantees before awards are made:

- i Analyze CADRE past experience with the grant seeking organization if it has been awarded previously by Counterpart;
- i Conduct Antiterrorism Background Checks: Per Counterpart's Antiterrorism Compliance Procedures, designated CADRE staff with login access to the Visual Compliance system will conduct an antiterrorism compliance searches prior to awarding any sub-awards to prospective grantees. For more information on Counterparts policy on the usage of Visual Compliance and requirements therein, please see Annex 27.
- i All CADRE grantees, receiving more that USD 25,000 per award, must maintain a DUNS number, which is a nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number is obtained from D&B by telephone (currently +1 866-705-5711) or the Internet (currently at fedgov.dnb.com/webform). The DUNS number is required to enter into the Grant Agreement. Grant seeking organizations will be requested to provide Counterpart with their DUNS number prior their award.

References: Annex 8 Grantee Pre-award Survey
Annex 27 Visual Compliance Setup and Screening Instructions

PHASE III: GRANT APPROVAL AND AWARD

3.1 Grant Approval and Grant Agreement

Upon successful completion of pre-award procedures and grant seeking organization satisfactory incorporating all SELCOM comments and recommendations in their final proposals for funding, the relevant grants manager will recommend to the Chief of Party that Counterpart/ CADRE may consider proceeding with the approval of the grant award. The Grant Manager will certify that the grant seeking organization proposed:

- i has satisfactory incorporated all SELCOM comments and recommendations in their final proposals for funding;
- i has successfully passed all pre-award surveys and no issues of concern have been identified to indicate organizational programmatic, financial and administrative systems inadequacy to receive and manage USAID funded awards;
- i has satisfactory passed grantee background and past performance checks; and
- i has provided a valid DUNS number (in cases the award exceeds USD 25,000).

Upon CADRE COP and USAID/AOR approval of the proposed award, the Grant Manager will coordinate preparation of the required sub-grant agreement. All CADRE sub-grant agreements shall follow the Counterpart approved samples and will include at minimum the following sections:

- i Grant Cover Sheet
- i Agreement body (text)
- i Program Description (Proposal), Budget and Budget Notes
- i Standard Provisions for Non-U.S., Nongovernmental Recipients
- i Advance request format (applicable only to Standard and Simplified grants)
- i Financial and Program report formats, Milestone reporting format for FOGs
- i Counterpart Branding and Marking Guidelines
- i Certifications
- i Monitoring and Evaluation Schedule
- i Additional CADRE/Counterpart attachments and provisions as necessary

References:

- 2.6. SELCOM Summary of Recommendations and Comments
- 2.8 Obtaining USAID/AOTR Approval
- 2.9. Pre-Award Procedures
- Annex 9a-9g Sub Grant Agreement and Attachments Samples (Standard Grant)
- Annex 10 Sub Grant Agreement Sample (Fixed Obligation Grant)
- Annex 11 Sub Grant Agreement Sample (Fixed Obligation Grant)
- Annex 12 Grantee Certifications

3.2. Substantial Involvement and Grant Special Conditions

Before preparing and finalizing a sub-grant agreement, the Grant Manager, in coordination with CADRE technical teams will determine areas of the grant where, CADRE would be required to be substantially involved with the funded project implementation. Areas of substantial involvement may include but are not limited to:

- i Counterpart approval of Key Project Personnel.

- i Counterpart approval of training manuals and materials produced as part of implementation of CADRE funded projects.
- i Counterpart approval of any publications, brochures, leaflets, other print materials, radio or TV broadcast, public service announcements, and any other print or electronic material intended to be distributed to external audiences by the grantee organization (approval required before these are produced and made available to third parties and the public). Grantees shall provide Counterpart with copies of all published works and audio and video materials developed under CADRE funded awards.
- i Counterpart approval for attendance of trainings and any other capacity building activities, where these are not organized by CADRE or specifically approved and part of the project proposal and work plan.
- i Counterpart approval for hiring of consultancy services or executing sub-contracts
- i Counterpart approval for purchase of equipment.
- i Approval of sub awards and related grant agreements in cases of re-granting projects where funds are awarded by CADRE to one organization and then these are re-granted by this organization to other CSOs as part of the approved project.

Requests for approval shall be sent by the grantee organizations to Counterpart's Grant Manager. Approval will be given in writing by Counterpart's Grant Manager following a consultation with relevant program teams. CoP's or designee approvals shall be required in cases of publications, brochures, leaflets, other print materials, radio or TV broadcast, public service announcements, and any other print or electronic material intended to be distributed to external audiences by the grantee organization.

3.3. Grantee Certifications

To ensure compliance with applicable USAID rules and regulations, all CADRE grantees will be required to sign a number of certifications at the time of execution of their sub-grant agreements. These include:

- i Certification Regarding Terrorist Financing, Implementing Executive Order 13224 (required)
- i Certification Regarding Lobbying, inclusive of a Statement for Loan Guarantees and Loan Insurance
- i Certification for Data Universal Numbering System (DUNS) Number correctness
- i Assurance of Compliance with Laws and Regulations Governing Non- Discrimination in Federally Assisted Programs
- i Certification for compliance with Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)
- i Key Individual Certification Narcotics Offenses and Drug Trafficking
- i Participant Certification Narcotics Offenses and Drug Trafficking

References: Annex 12 Grantee Certifications

3.4. Explaining Grantee's Responsibilities

At the beginning of each grant award, training and technical assistance will be available to relevant staff of all CADRE grantee organizations to provide information on the sub-grant agreement structure, on rules and responsibilities, on reporting requirements and standards, on cost – share reporting requirements (if applicable), as well as any other grant implementation topic that the grantee may require CADRE assistance to ensure full compliance. Follow-up training and technical assistance may

be provided depending on the organization's staff turnover, problems, which are identified as the program is implemented.

CADRE grantees shall be awarded grant agreements provided they have been fully informed of, understand and wish to comply with the responsibilities incumbent upon them. CADRE sub-grant agreements will be signed by grantee organizations only after the CADRE GT have made maximum level to ensure that grantees have been fully informed, understand and are ready to comply with CADRE sub-grant agreement terms.

3.5. Grants Numbering and Tracking

Upon execution of every CADRE sub grant agreement a file will be open to track all documents related to a particular award. Each grant file will be maintained both in hard and soft copy and will include at minimum:

- i A complete and final application package along with the signed full agreement package (Coversheet, Agreement Body (text), Budget and Budget Notes, Standard Provisions for Non-U.S., Nongovernmental Recipients, Payment request format, Financial and Program report formats, Milestone reporting format (in the cases of FOGs), Counterpart Branding and Marking Guidelines, Certifications, Additional CADRE/Counterpart provisions);
- i Copy of the RFA
- i Copy of the SELCOM decision
- i Copy of the USAID approval
- i Copy of Pre-award surveys, reference checks and checks against www.visualcompliance.com
- i Grantee organizational documents (i.e. annual reports, audit reports, etc);
- i Grant Agreement modifications;
- i Counterpart approvals as related to grant agreement substantial involvement clauses as well as other approvals of Counterpart made during the grant implementation;
- i Program, financial and M&E reports, milestone reports (including call supporting documents and cost share reporting if applicable) as submitted and approved by Counterpart during the project implementation;
- i Program deliverables (as applicable may be filed in soft copies only)
- i Others applicable to grant documents
- i Closeout information and documents

The CADRE assigned grants technical officer shall be responsible for the grant file maintenance and updates at the field level. At Counterpart HQ, the Grant Specialist will be responsible for ensuring grant file maintenance and updates of HQ files in coordination with field staff as needed.

Each individual award shall be assigned with an unique number to enable easy tracking, sorting and filing of grants as well generating of grant related information and reports. CADRE grant numbering will start with the largest common denominator (Project type) and continue to the smallest (individual Grant #).

The relevant/assigned M&E Officer shall enter the grant number into CADRE's Grant Tracking System (GTS) to track and capture information on each grant awarded. The GTS tracks at minimum the following information: RFA number, grant number, name of grantee, project name, project duration, total obligated amount, information on grant advances and financial reports (amounts transferred, amounts reported, grant balances), information on milestone payments, information on cost-share

amounts reported (if applicable). The GTS will also ensure that grant fund disbursements do not exceeding awarded budgets.

References: Annex 13 CADRE Grant File Check List
Annex 14 Grants Status Report

3.6. Grants Modifications and Changes

CADRE grant agreements may be modified only in writing. This shall be done through a Grant Modification form signed and approved by the COP or designee (with the appropriate Delegation of Authority level). USAID approval shall be sought for any modification that involves increase of the approved total amount of award.

Requests for grant agreement modifications shall be addressed to the Grant Manager. The Grant Manager will recommend needed modifications to the COP or designee. Grant modifications shall be required for any:

- i changes to the grantee budget, i.e. increase of the total budget ceiling as well as for modifications of individual approved budget lines that are outside of the provisions in the sub grant agreement. As a rule, CADRE sub grant agreements will provide that grantees are authorized up to ten percent (10%) flexibility to adjust costs within approved key budget line items (personnel, program costs, office supplies, administrative costs), as long as the total grant budget commitment is not exceeded. Grantees shall be authorized to adjust costs within approved budget sub-line items (sub-lines to key budget lines: personnel, program costs, office supplies, administrative costs), as long as the total (Recipient's) budget commitment is not exceeded. In these later cases formal grant modifications will not be required.
- i changes in project implementation period, including no cost extensions;
- i changes to program objectives, project location as well as key implementing partners;
- i changes to sub grantees in cases of re-granting projects;
- i other significant changes to the originally approved scope and or cost of the project.

References: Annex 15 Grant Agreement Modification Form

3.7. No-Cost Extensions

The no-cost extensions may be granted by Counterpart in case grantee organizations are unable to complete the project activities in accordance with the original proposal and/or timeline for legitimate and justifiable reasons. As appropriate and needed, in addition to changes to the project period, no cost extensions may involve grant budget modifications to ensure budget utilization and programmatically required realignments. No cost extensions will be considered under exceptional circumstances and supported with strong justifications and reasons.

Upon receiving a written request from the grantee organization, the Grant Manager will propose to COP or designee for approval the needed grant modification to the grantee organization's sub grant agreement authorizing changes to the project period. Requests for no-cost extension must be submitted to Counterpart prior to project completion, as soon as the need for the project period extension is identified and ideally at least giving one month advance notice.

PHASE IV: GRANT IMPLEMENTATION, MONITORING & CLOSE OUT

4.1 Consultations with Grantee Organizations on Reporting Process

At the beginning of each grant award, training and technical assistance will be available to relevant staff in the grantee organizations on any of the grant mechanisms that are to be implemented or that have been agreed upon. The assigned grants technical officer will meet with each grantee to make sure they fully understand the CADRE grant implementation and reporting process. These individual consultations will provide in-depth instructions on financial, cost share and program reporting and will be tailored to the specific nature of the funded project activities.

During the consultations the assigned grants technical officer and the grantee organizations will agree on the time intervals in which reports need to be submitted (as stated in the grant agreement). Grantees will be provided with samples of financial and program reports, milestone reports and respond to questions on how these are to be prepared. In addition, initial monitoring visit schedule may be agreed upon.

Follow-up meetings, training and technical assistance may be provided depending on the organization's staff turnover, as well as problems, which are identified as the program is implemented.

4.2. CADRE Grants Reporting Procedures

All CADRE grantees are required to submit at minimum quarterly reports. Depending on the grant more frequent reporting may be required. For example, in the cases, of Institutional Strengthening grants, monthly narrative and/or milestone reports shall be required. The reporting schedule will be defined in the grant agreement. In case of delays in submission of the reports, payment to grantees can be put on hold until the reports are submitted and approved. No payments shall be made in the cases of FOGs and when milestone reports are not approved. If the delays in submission and/or resubmission of reports by the grantee organizations are not justified and approved by CADRE, Counterpart may decide to suspend the grant agreement. The suspension shall remain in effect until all subject reports and/or the revisions are submitted and approved by Counterpart. In such cases, after the successful submission and approval of reports Counterpart may approve the resumption of program activities. All correspondence carried out by Counterpart with the grantee organization in relation to suspension and resumption of the grant agreement shall be done in writing and approved by the COP or designee.

CADRE grantees will be submitting at minimum the following reports

- i Financial Reports (in cases of standard grants) – Grantee organizations shall submit quarterly financial reports within 10 days after completion of reporting period. Financial reports shall be in keeping with Standard Provision for Non-US Nongovernmental Organizations "Accounting, Audit, and Records". Financial reports along with copies of all receipts and other necessary documents pertaining to the payments made and recorded shall be submitted in accordance with the CADRE approved format. In addition to spending, financial reports shall provide information on budget spending status to date.

- i Cost Share reports (if applicable) - Grantee organizations shall submit quarterly cost share (in-kind contributions) reports within 10 days after completion of reporting period. Cost share reports shall be in keeping with Standard Provision for Non-US Nongovernmental Organizations "Accounting, Audit, and Records". Cost share reports along with copies of all receipts and other necessary documents pertaining to the payments made and recorded shall be submitted in accordance with the CADRE approved format. When submitting cost share reports the grantee organization shall certify that: a) all stated cost share contributions are reasonable and necessary for the proper and efficient accomplishment of grant project objectives; b) all stated cost share contributions are allocable, meaning they are incurred specifically for the grant project; c) all stated cost share contributions are allowable, meaning that they conform to all provisions of the above referenced USAID funded sub-grant agreement; d) all stated cost share contributions, sources of funding and related amounts can be verified through our organization's records; e) all stated cost share contributions have not been included as contributions for any other U.S. Government-assisted program; d) all stated cost share contributions have not been sourced through USAID or other U.S. Government funding source.
- i Program Reporting - Grantee organizations shall submit narrative reports within 10 days after completion of reporting period. Narrative reports shall be submitted in accordance with the CADRE approved format. Program reports shall outline project achievements and progress made, challenges and lessons learnt during the program implementation.
- i Success Stories - Grantee organizations are invited to submit success stories (impact stories) as related to the project implementation. At least one success story per quarter or per accomplished project milestone/major activity shall be required. Success stories shall be submitted in accordance with the CADRE approved format.
- i Counterpart Management Information System (MIS) Reporting - The recipient shall submit MIS forms filled with the required data on a monthly basis and within 10 days after completion of the month or as requested by Counterpart/CADRE. The MIS forms will be shared with the recipient following the grant award.
- i Media products and publications – Grantee organizations will provide Counterpart/ CADRE with copies of all publications, brochures, leaflets, other print materials, radio or TV broadcast, public service announcements, and any other print or electronic materials intended to be distributed to external audiences and produced through the grant award. All publications, brochures, leaflets, other print materials, radio or TV broadcast, public service announcements, and any other print or electronic materials intended to be distributed to external audiences and produced through the grant award require Counterpart/CADRE approval prior production and will follow the Counterpart Branding and Marking Guidelines. Counterpart and USAID shall be prominently acknowledged in all publications, videos or other information or media products funded or partially funded through this agreement, and the product shall state that the views expressed by the author(s) do not necessarily reflect those of Counterpart and USAID. Acknowledgments should identify the sponsoring institutions substantially as follows: "This [publication, video, or other media or information product] (specify) was made possible by the support of Counterpart International Inc and the generous support of the American people through the United States Agency for International Development (USAID) under Cooperative Agreement Number C.A. 279-A-00-10-00028-00 through <Full Name of Recipient>. Content, views and opinions expressed herein are those of the author(s), and

the responsibility of [Recipient], and do not necessarily reflect the views of Counterpart International Inc, USAID or the United States Government.”

References: Annex 17 Narrative Report Sample
 Annex 18 Milestone Certification Sample
 Annex 19 Grant Success Story /Impact Story Sample
 Annex 20 Grant Cost Share Report Sample
 Annex 21 Counterpart Branding and Marking Guidelines
 Annex 22 Grant Advance Request Sample

4.3. CADRE Grants Payment Procedures

All grants awarded by Counterpart/CADRE shall be performance based. Payments to grantees shall be directly linked to the satisfactory completion of activities as set out in the grant agreements and approved project proposals. Payments are made to the grantees only after the approved activities are implemented and adequately reported to Counterpart/CADRE.

Payments from Counterpart to the grantee organizations shall be made through direct bank transfer to a designated bank account opened and operated for the sole purpose of the grant program funded by Counterpart/CADRE. All transfers from Counterpart to the grantee organization shall be made in USD currency.

Payments to grantees with FOGs shall be made only after submission of required milestone certifications and all pre-determined in the grant agreement supporting documents.

Grant advances (only in the cases of standard grants) shall be limited to the minimum amounts needed to meet anticipated disbursement needs for the next reporting period and shall be scheduled so that funds are available to the grantee as close as administratively feasible to the actual disbursements by the Grantee for program costs.

In cases of re-granting projected, advances made by the grantee to sub-grantees shall conform substantially to the same standards of timing and amount as apply to cash advances by Counterpart/CADRE to the Grantee.

CADRE Grant Payment shall be made to grantee organizations as per the schedule provided in their sub grant agreements. The standard grant payment procedure will include:

- i Initial grant advance: at signing of this Sub grant Agreement, Counterpart shall transfer to the grantee organization an advance in the amount equivalent to the budget forecast for the first project implementation period.
- i Grant advances - Counterpart will pay Grantee on an advance basis via Wire Transfer in USD. Payment shall be made to the Grantee upon Counterpart's acceptance and approval of a valid payment/advance request. Requests for advance payment shall be limited to Grantee's anticipated expenditures for up to a three month period. After the initial advance, requests for additional advances must demonstrate substantial liquidation (expenditure) of amounts previously advanced. Counterpart may request, at its option, that the Grantee substantiate actual cash requirements before releasing a requested advance.

References: Annex 22 Grant Advance Request Sample

4.4. Grantee Reports and Payments Review and Approval

Grantee organizations shall submit reports as per the schedule provided in their sub-grant agreements to the attention of the designated to the specific grant award grant technical officer. Reports review and approval shall follow the below process:

Narrative Reports

- i Initial narrative report or milestone certification review - the grants technical officer assigned to the grant will conduct initial review of the report to ensure this has been prepared in accordance with the established guidelines and formats, and provides clear description of program activities implemented during the reporting period, actual accomplishments against established goals for the period and as applicable reasons why established goals were not met, challenges and lessons learned during the project implementation, quantitative and qualitative data as related to the project implementation. In the cases of milestone certification as part of a FOG, the grants technical officer will also ensure that all predetermined supporting documents have been submitted by the grantee. The assigned grants technical officer will also ensure that during the reporting period the grantee has requested for and obtained all necessary approvals prescribed in the grant agreement, has shared with Counterpart/CADRE all materials produced during the reporting period, has submitted at least one success story as well as has met any other applicable reporting requirements.
 - i Technical narrative report or milestone certification review – after the initial report review, the grants technical officer will share the report and initial review results with CADRE technical teams for further comments specific to their areas of expertise. Technical reviews will be implemented by the Gender officer, the assigned M&E Officer, and depending on the grant by the Grant Manager or designee. Other team members may be involved depending on the nature of the grant.
 - i Sharing report or milestone certification feedback with grantees - The assigned grants technical officer will then consolidate feedback received from team members with the initial review feedback and will share with the grantee for necessary report revisions as well as provision of other information required. The assigned grants technical officer will set a deadline for the grantee to provide the revised reports and information needed.
 - i Narrative report or milestone certification approval - following receipt of revised narrative reports, the responsible Grant Officer will ensure that all feedback from CADRE has been adequately reflected in the report and there is no outstanding information missing. As needed, the assigned grants technical officer may go back to grantees for final clarifications and revisions. Once this process is completed, the assigned grants technical officer will share the final reports with the Grant Manager for review to ensure overall report compliance. The Grant Manager will then submit final financial and cost share reports for COP or designee for approval.
- In the cases of FOGs, upon approval of the relevant milestone certification, the assigned grants technical officer will prepare a payment request to process the attached to the milestone grant amount to the grantee. The milestone payment request shall be reviewed by the Grant Manager and approved by the COP.

Financial and Cost Share Reports

- i Financial and cost share reports (in cases of standard grants) review- the assigned grants technical officer assigned to the grant will conduct a review of financial and cost share reports (if applicable) to ensure these have been prepared in accordance with the established guidelines and formats and are supported with the required set of documents. The assigned grants technical officer will also review the financial and cost share reports to ensure that these capture only expenses related to project activities implemented during the reporting period and that are within budget. The review will include The FMG review will include grant budget spending analysis, confirmation of accuracy of budget amounts reported during the current period and totals to-date, confirmation that reported amounts are within budget ceilings and grant fund obligations, confirmation that grantee budget line spending and deviations are within the grant provisions, confirmation that necessary approvals have been obtained from Counterpart for budget spending deviations outside the grant provisions, as well as verification that all expenditure reported is adequately documented and all needed supporting documents have been provided.
- i Sharing financial and cost share reports feedback with grantees - The assigned grants technical officer will consolidate all feedback on the financial and cost share reports and will share with grantees for necessary revisions as well as provision of missing documentation and other information required. The assigned grants technical officer will set a deadline for the grantee to provide the revised reports, documents and information needed.
- i Financial and cost share report approval - following receipt of revised financial and cost share reports, the assigned grants technical officer will ensure that all feedback from CADRE has been adequately reflected in the final report submission and there is no outstanding documentation and information missing. As needed, the assigned grants technical officer may go back to grantees for final clarifications and revisions. Once this process is completed, the assigned grants technical officer will share the final reports with the Grant Manager for review to ensure overall report compliance, accuracy and completeness. The Grant Manager will then submit final financial and cost share reports for COP or designee for approval.

Grant Advance Requests

- i Initial grant advance request review - the assigned grants technical officer will review of grant advance requests to ensure these have been prepared in accordance with the established guidelines and formats and is supported with the required set of documents. The assigned grants technical officer will also review the grant advance request to ensure that amounts reported and grant funds balances are accurate as well as that the spending forecast includes the amounts needed to meet anticipated disbursements needs during the next reporting period.
- i Sharing grant advance request feedback with grantees - The assigned grants technical officer will consolidate all feedback on the grant advance requests will share with grantees for necessary revisions as well as provision of information required. This feedback may also include suggestions to improve overall grant spending and as applicable recommendations for budget modification requests. The assigned grants technical officer will set a deadline for the grantee to provide the revised grant advance requests and information needed.

- i Grants advance requests approval - following receipt of revised grant advance requests, the assigned grants technical officer will ensure that all feedback from CADRE has been adequately reflected in the grant advance request submission and there is no outstanding and information missing. As needed, the assigned grants technical officer may go back to grantees for final clarifications and revisions. Once this process is completed, the assigned grants technical officer will submit to the Grant Manager the final grant advance request along with a copy of the approved grantee financial and cost share reports for the previous period. The Grant Manager will review to ensure overall grant advance request compliance, accuracy and completeness. The Grant Manager will then submit final grant advance request to COP or designee for approval.

References: Annex 16 Grant Financial Report Sample
 Annex 17 Narrative Report Sample
 Annex 18 Milestone Certification Sample
 Annex 19 Grant Success Story /Impact Story Sample
 Annex 20 Grant Cost Share Report Sample
 Annex 21 Counterpart Branding and Marking Guidelines
 Annex 22 Grant Advance Request Sample

4.5. Grant Monitoring

At the beginning of each grant award a schedule of monitoring visits shall be agreed upon with the grantee. Monitoring visits will be planned and implemented by the relevant grants team and the Monitoring and Evaluation team members and may involve other technical CADRE teams as required by the scope of the funded project.

In addition, led by the Grant Manager and supported by the CADRE finance team, financial and audit monitoring visits to grantees shall be also conducted. If needed or as recommended during internal reviews, Counterpart may also decide to conduct external financial audits of the grantees conducted by a qualified external audit firms.

CADRE grantee monitoring visits may be made on a monthly, quarterly, or semi-annual basis aiming to ensure that at least one site visit per CSO receiving funding from CADRE is conducted during a fiscal year. CADRE may also decide to conduct ad-hoc meetings with or visits to the grantee organizations. In any case, CADRE will notify the grantee organization in advance and schedule appropriate for the visit time. CADRE grant monitoring teams will review grantees' financial and program reports submitted, milestone certifications as well as approved proposals and project work plans prior to conducting the visits. Grant monitoring visits shall follow a pre-defined protocol to ensure uniform and efficient method of evaluating grantees performance. After a monitoring visit is conducted the CADRE team involved will prepare a report on the visit proceedings, findings and recommended actions.

References: Annex 23 Grant Monitoring Field Visit Check List
 Annex 24 Grant Monitoring Field Visit Report Sample

4.6. Deviations to policies and grant agreement requirements

Should a deviation to the established policies and grant agreement requirements is identified during the grant implementation, grant monitoring and reporting processes, these will be immediately addressed to the Grant Manager and the CoP for consideration. The Grant Manager and the COP will jointly work to identify level and importance of the deviation as well as corrective measures needed to address lack of compliance with the established policies and grant agreement requirements. Based on this, the Grant Manager and the COP will then recommend necessary action.

If a grantee organization has been determined to be non compliant with the established policies and grant agreement requirements, found to be of poor performance; shown financial and/or administrative management malpractice, lacking management systems that meet established standards, has not conformed to the terms and conditions of the award; or is not otherwise responsible to CADRE, Counterpart may determine to either impose special grant conditions, suspend or terminate the relevant grant award. Such Counterpart decisions will be addressed to the grantee in writing and at minimum will:

- i Set a list of requirements to be met by the grantee;
- i Describe the reason why these requirement are being imposed;
- i Describe in detail actions to be taken by the grantee;
- i Define the time allowed for completing the required actions.

Grant awards suspension and termination will be governed by the terms and conditions listed in the grant agreement.

4.7. Grant Close Out

After completion of project activities and submission of satisfactory final financial and narrative reports and other project deliverables, Counterpart will formally close the grant award. The grant period for a grantee is considered complete on the grant's end date, as specified in the grant agreement, unless the period had been extended or the award has been amended.

A meeting may be held with the Grantee to review and determine that all grant activities have been completed in accordance with the agreement, and that any financial and technical reports that are due have been submitted and approved. The grant budget will be reconciled to ensure that the grantee refunds the balance of unobligated fund that was advanced. Any property which has been acquired using grant funds will be accounted for and disposition thereof will be made according to applicable regulations. Grants will be evaluated on the basis of their contribution to the defined objectives.

CADRE and the grantee organization will sign a document stating that the grant period has reached its completion and grantee has no financial or programmatic obligations to CADRE. Grant Close out check list will be prepared by the designated to the grant technical officer and approved by the Grant Manager to document all information to be archived. All pertinent to the grant award documents and as listed in the grants close out check list will be then filed by the grants technical officer for future reference and in compliance with applicable rules.

References Annex 25 Grant Closeout Checklist
 Annex 26 Grant Completion Certification

CONCLUSIONS

This grants management manual has been developed in compliance with applicable USAID and Counterpart International rules and regulations as well as Counterpart's USAID Cooperative agreement # 279-A-00-10-00028-00. This grant management manual is subject to amendment based on a) changes in USAID policies and procedures in relation to Grants and Cooperative Agreements; b) changes to Counterpart's USAID Cooperative Agreement No.AID-263-LA-14-00003 LWA #DFD-A-00-09-00141-00 and c) changes due to practical implementation necessities which may demand amendment of a section or sections of this manual. Amendments to this grants management manual will be drafted by Counterpart Grant Managers, reviewed by the CADRE Grant specialist and COP or designee and approved by the designated Counterpart International GCC Officer.

The CADRE team will make any possible effort to ensure CADRE grantee organizations perform within the requirements, process and procedures prescribed by this manual. Consultations, technical assistance and trainings will be provided to grantees so that they are well informed on and capable of implementing all applicable requirements, process and procedures.

CADRE team believes that working in partnership with its grantee organizations throughout the life of funded projects brings out maximum results, impact and best services delivery to target communities. CADRE grant making is based on the principles of maintaining a flexible and adaptable approach, with uncompromising principles, that is key to fostering local initiative and giving communities the opportunity to have a voice and take action in their growth and development.